



The High Cost of Turnover

- Chief W. Dwayne Orrick, Cordele, GA
- Chief Beau Thurnauer, Coventry, CT
- Commissioner Leonard Matarese, Buffalo, NY
- **What is the Cost of Employee Turnover to Your Agency?**



The High Cost of Turnover

- Police Turnover about 14%
- Market Economy
- Some turnover is good



The High Cost of Turnover

- Long Term Costs
- Staff is Your Biggest Investment
- Response to Turnover
- Increase in Citizen Complaints



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☉ Short Term Goals:

- Career Ladder
- Show that you care
- Invest in Training
- Job Enhancement
 - Problem Solving Training
- Generation Xer's
 - Recruits are changing - most agencies are not
 - Younger generation has a different value system
 - Very comfortable with technology



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- Recognition for Good Work
- Conduct Formal Exit Interviews
- Market the Department



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• Intermediate Goals

- Increased Salaries
- Identify Core Agency Values
- Flexible Health Plans
- Recruitment Incentive Program

• Long Term Goals

- Retirement

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• Agency Hiring Needs:

- Candidate Selection
 - Education
 - Background
 - High scorer / Pass - Fail
 - Proximity
 - Certified
 - Lateral Hire

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• Agency Culture:

- Officer Autonomy
- Officers want a life after an 8 hour day
- Boredom
- General Orders
- Officer Mistakes
- Leadership
- Organizational Loyalty
- Citizen Input



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☉ Strategies to Reduce Turnover:

- Increase job satisfaction
- Allow officers to “ride along” with another agency—the grass is not always greener
- Invest in your agency